

**Massachusetts Department of Housing and Community Development  
Community Investment Tax Credit Program  
CDC Community Investment Plan (CIP)**

**Section 1**

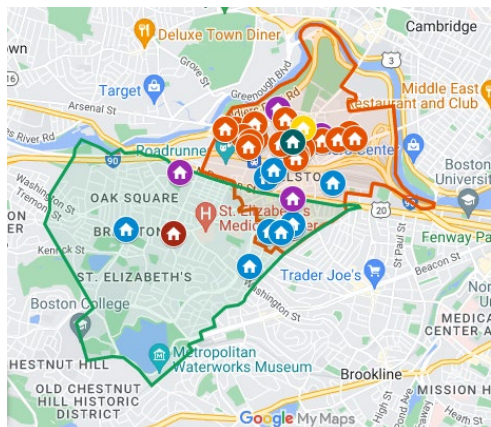
**Community or Constituency (ies) to be served by the organization**

Allston Brighton is a vibrant, eclectic community with many different income brackets, ethnicities, and linguistic groups. This highly transient urban neighborhood is the second largest in Boston and has a population of approximately 70,000 residents in four square miles. Most recent census data shows that 59% of the population is White, 5% is Black, 13% is Hispanic, 19% is Asian, and 4% identify as a different ethnicity. Since 2010, our Asian and Black Populations have grown by 15% and 20%, with the Asian population being second only to Chinatown in the city of Boston's neighborhoods; 32% of our residents are foreign born, including significant Central American, Brazilian, and Chinese populations.

Currently, the median age of an Allston Brighton resident is 27. According to the Boston Planning and Development Agency (BPDA), 90% and 76.5% of Allston and Brighton residents respectively are renters. 78% of Allston's residents are between the ages of 18 and 34, compared to only 40% of Boston's residents and the 18-24 age group accounts for over half of Allston's population. This concentration of young people is due to the proximity of many colleges in the neighborhood including Boston College, Boston University, and Harvard University.

Allston Brighton CDC's (ABCDC) constituent base is even more diverse than the neighborhood. Nearly 1,000 residents currently reside in ABCDC's affordable rental housing portfolio and are served every day by our Resident Services staff. Residents of our 520 units represent a diverse community of individuals and families, students, professionals, retirees, veterans, and persons with special needs. Currently, 24% of residents in our housing are children and 15% are seniors. They are also diverse racially and ethnically with 33% of residents identifying as white, 30% black, 11% Asian, 26% multiple or other races, and 33% Hispanic and/or Latino. 78% of tenants make less than 80% of the area median income (AMI) and 42% of households have annual incomes of \$25,000 or less.

In addition to working on neighborhood-wide priorities, our organization focuses its Community Engagement Activities on neighborhood corridors near our 11 affordable rental buildings. Since these corridors are largely populated by renters, low-to-moderate income (LMI) households, and BIPOC individuals, residents in these areas are often excluded from conversations surrounding development. ABCDC focuses our engagement work on these neighborhoods to build community power so that low-moderate income people and new immigrants continue to have the opportunity to reside in, be full participants in community planning processes, and become leaders in the community – so that Allston Brighton remains a safe, stable, equitable, and healthy neighborhood for all residents.



*ABCDC Properties, 2022*

## Section 2

### **Involvement of community residents and stakeholders**

In the last three years, ABCDC has focused on increasing the involvement of our residents in all four pillars of our organization: Resident Services, Community Engagement, Homeownership and Counseling, and Real Estate Development. Our work receives significant input from residents (both ABCDC tenants and Allston Brighton residents) and other community stakeholders. ABCDC has created a structure that provides many ways for people to participate in the organization. It includes:

1. Action Committees: ABCDC's Affordable Housing Action Committee (AHAC) engages 40 residents in our organizing and policy advocacy efforts around affordable housing and community planning. Committee members set the agenda, develop goals and strategies, and establish benchmarks and metrics to evaluate campaign success and address any gaps and refocus efforts. The AHAC will identify their new policy agenda for 2023-25 by early 2023.
2. The Ambassador organizing model: Beginning with a program funded through the City of Boston's Public Health Commission - the Healthy Community Champions - ABCDC created and replicated a model of community outreach and engagement that includes an "Ambassador" component. ABCDC will contract with four Community Ambassadors and four Age-Friendly Ambassadors in early 2023 to bring a wider and more diverse pool of voices to conversations around development in Allston Brighton. The Ambassador model has been successful in other engagement campaigns and has helped to attract large numbers of participants to events and elevated the profile of the CDC in the community in the process.
3. Resident services meetings, surveys, and outreach: The All Bright Community Center is a hub for our Resident Services Program. Our staff utilizes the space to offer a wide array of services to residents within the ABCDC portfolio. Resident can receive rental relief services, attend our All Bright Afterschool Program, or connect with their neighbors during weekly activities. The programs offered at the center are reflective of the needs of the residents and are resident-driven.
4. Program Feedback: Individuals who enroll in our workshops, homebuyer education classes, and other programs are encouraged to complete surveys. These allow our staff to understand the positive and negative aspects of our programs and make changes based on recommendations. Most recently, ABCDC administered a Resident Needs Assessment to better

understand resident needs and recommendations for activities at our All Bright Community Center. As a response, ABCDC found an increased interest in technology education courses as well as job training programs. By collecting feedback after all programs, our staff is responsive to community needs and works to fill these.

5. ABCD Community Meetings: Our staff organizes meetings based on neighborhood concerns. ABCDC holds resident meetings for tenants who will be impacted by upcoming construction and development. Most recently, we held a Resident Meeting for tenants at our Carol Avenue property to discuss planned construction as well as address concerns about temporary relocation. We also hold an Annual Meeting which focuses on an important issue affecting our community with speakers and a public forum. In 2021, our Annual Meeting focused on our new 6 Quint Avenue development and gathered community members, elected officials, and residents. Materials from these meetings are made available on our website and the livestream of the full events are available for anyone to view on our Facebook page.

6. Interactive Social Media and Website Content: ABCDC has a robust social media campaign that is interactive. We have a Facebook page to promote upcoming events and share critical information from the CDC. We also have a Twitter page to promote our work and to interact with other local organizations to promote relevant neighborhood information. We also use our Instagram page to post pictures of different activities going on in the neighborhood. ABCDC tags other pages to increase engagement and activity on the pages, and to thank organizations that assist us with activities like our Homebuying classes. People are invited to “like” and comment on these topics and staff tracks engagement. Information on our social media pages is translated when possible into the four most commonly spoken languages in the neighborhood (Spanish, Cantonese, Russian, and Portuguese).

Our staff also utilizes our website and Mailchimp to engage with people across the community. Our website is always kept updated with upcoming events and news in the community. We also have a blog on our website to post content that we create. This varies from our Resident Spotlight series to information on whether you should rent or buy a home. Based on our audience and the topic covered, ABCDC staff also collaborate to translate materials to be linguistically and culturally competent.

7. Resident and community stakeholders’ role in monitoring and implementing the Plan: Through the community and resident meetings described above, residents and other community stakeholders will be involved in implementing and monitoring the Plan’s goals. We continually seek input from residents about how we can work with them to improve the quality of life and gather feedback from them about how to strengthen our efforts to improve our own effectiveness. Progress will be monitored by several entities including the ABCDC Board of Directors, members of the Commonville Tenants Council (CTC) – the tenant organization of one of the CDC’s properties, members of the Affordable Housing Action Committee (AHAC), and our Community Ambassadors. The membership of these committees is diverse, reflects the ethnic, racial, religious, socioeconomic, and geographic diversity of the community we serve and receives support from various employees of the CDC.

#### 8. 901 Consulting:

ABCD contracted with 901 Consulting, a Diversity, Equity, and Inclusion (DEI) consulting firm, in June of 2022 to help guide ABCDC’s work. 901 Consulting staff meet biweekly with our

Deputy Director, as well as ABCDC's Racial Equity Committee, to discuss how to create more intentional programming to raise up voices of marginalized residents of Allston Brighton. 901 Consulting reviewed our 2023-25 CIP and will also review staff workplans for 2023. Based on these suggestions, ABCDC will work to standardize demographic collection for all ABCDC programs to have demographic specific outcomes. This step is necessary for more directed and intentional programming for the future of our work.

### **Section 3**

#### **Plan goals**

#### **Goal 1: Increase resident participation and engagement in ABCDC housing and community activities.**

ABCDC is committed to ensuring that all residents living in ABCDC housing have access to the services and resources they need for secure tenancies, to avoid homelessness, and to foster a stable environment for the entire portfolio. We also believe that meaningful resident engagement and leadership are essential to creating a positive and healthy environment within our housing and in the larger community.

##### ***1.a. Increase resident participation in ABCDC resident-specific events, programs, and services.***

**Resident input:** Resident Services communicates regularly with residents residing in CDC properties. Regularly checking in with residents prior to and following an event to gather suggestions and input from residents is one of the ways the department gathers input and guidance in the design of programs. Another way is through surveys, needs assessments, and resident meetings held at the center where residents share details about the types of programs and challenges they face in accessing services and resources. ***Goals: 100 households will complete the annual Resident Needs Assessment and 50 residents will attend resident meetings.***

**Resident participation:** We will continue to focus on further engaging with ABCDC residents to increase resident interest and participation in the events and workshops specifically tailored to their properties and needs. Resident Services will facilitate and collaborate with community partners to host a variety of events such as arts and education workshops, block parties, movie nights, holiday events and resident meetings where property management staff and CDC staff are available to address concerns and answer questions. These events will be held at the All Bright Community Center. ***Goals: 180 residents attend resident-specific events and programming.***

**Resident access to services:** By establishing relationships with residents and community partners we will continue to use the All Bright Community Center and the Resident Services Program to assist residents in accessing resources available to them and their own unique circumstances. ***Goals: 75 households engage in one service aimed at increasing economic resiliency (rental assistance programs, job readiness (resume/cover letter workshop), financial empowerment seminar; 50 households engage in one program focused on mental health and mindfulness; 100 households engage in at least one program aimed at increasing a healthy lifestyle (mobile food pantry, fitness classes, cooking/health nutrition class and workshops).***

**Resident Youth Programming:** ABCDC will work to better connect and serve the youth who currently reside in our properties. A recent data analysis found that nearly 1/3 of all residents

living in our properties had children below the age of 18. Staff will work to better incorporate youth-focused activities into the fabric of our Resident Services activities. *45 youth participate in All Bright Afterschool program; 50 youth and their families will participate in youth-focused activities at our All Bright Community Center including holiday events, movie nights, toy drives, and arts education workshops.*

**Resident Elder Population/ Aging in Place:** Based on a recent review of our resident demographics, ABCDC has found that nearly 30% of tenants living in our affordable apartments are 55+. Staff will engage and interact with agencies and stakeholders that work with older residents to bring programming specifically targeted towards 55+ individuals. *75 residents aged 55+ participate in a workshop including wellness classes, therapeutic arts education classes, and technology education workshops.*

**1.b.: Encourage financial empowerment and increase financial literacy and stability for residents of all incomes.**

**Resident knowledge:** It is important for residents to fully understand their rights as tenants, their subsidy type, and their responsibilities as it relates to their tenant rights in order to maintain a stable tenancy. Staff will continue offering lease education and personalized case management services to help residents retain stable tenancies. **Goal:** *200 households receive individual support services and case management related to rental stability.*

**Financial Education:** A key to avoiding eviction for a tenant is not only increasing their skills at budgeting and understanding their finances but also being connected to eviction prevention services. To address this concern, our Resident Services staff provide rental relief support including RAFT and The Boston Rental Relief Fund to assist residents in securing additional funding to support their tenancies. Our property management team at Maloney Properties will send monthly reports to Resident Services on tenants not making timely payments and who are in arrears so that Resident Services can intervene and work with the tenant to create a plan to get back on track. **Goal:** *150 household applications will be approved for supportive funding related to rental relief.*

**1.c. Increase resident leadership and civic engagement.**

**Resident leadership:** Through our POWER Institute, we will increase the number and skill level of residents who serve as leaders within our properties as well as other income-restricted housing developments within the neighborhood/BHA properties. **Goals:** *20 residents will participate in the POWER Institute; 6 will become actively engaged resident leaders.*

**Resident civic engagement:** Residents have an important role to play in promoting affordable housing in the community and helping to make Allston Brighton a neighborhood that residents can live in for the long-term. ABCDC staff will work to educate our residents on affordable housing policies through newsletters, tenant meetings, and other resident events. We will continue to encourage residents living in our housing to be active in civic life and in broader community planning and advocacy efforts. **Goals:** *10-15 ABCDC residents consistently attend neighborhood civic meetings and actively advocate for affordable housing. ABCDC will form a Resident Council who will support ABCDC's Community Engagement efforts.*

LMI residents will directly benefit as we achieve these goals because they are the ones who are receiving the services, engaging in programs, stabilizing their tenancies, and building their leadership skills. The broader community benefits through an increase in the number of

stable housing developments, an increase in the number of active residents participating in civic life and by working together to improve the overall quality of living conditions in Allston Brighton.

**Goal 2: Increase supply and access to quality housing for a range of incomes.**

We will increase the supply and access to affordable and workforce rental housing and homeownership, ensuring that Allston Brighton remains a vibrant community for residents from a range of incomes. All our housing development activities will maximize sustainable and green housing practices to the degree feasible, e.g., Passive House Certified, and be located near transit for easy access to employment centers, including downtown Boston.

***2.a. Increase the supply of rental housing affordable for families who have low- and moderate-incomes.*** ***Goal:*** *Increase the ABCDC portfolio by 3-10% over three years for a total of 520-555 units and rehab at least 5-15% of the existing portfolio over three years for a total of 49-79 renovated units.*

**New construction and Redevelopment of New Sites:** We will actively seek out opportunities to develop new units of affordable rental housing throughout Allston Brighton. ABCDC will consider development opportunities on vacant land and will seek out strategic partnerships. For instance, ABCDC continues to work on the potential redevelopment of the Hill Memorial Baptist Church on N. Harvard Street. In 2022, ABCDC executed an MOU with an elder housing developer to explore the feasibility of creating affordable rental housing for seniors at the site. This idea is still under discussion. ***Goal:*** *Execute at least one new construction / redevelopment project that increases the number of affordable rental units.*

**Preservation and Redevelopment of Existing Sites:** Through diligent and proactive asset management, we will preserve our current portfolio of units. For any property that is deemed to have major capital needs, we will seek redevelopment funding from various sources, including federal, state, and local government. We will execute the capital improvement plans at these properties to improve the quality of life for residents, as well as to increase the efficiency of the buildings' operations. Requests for redevelopment funding have already been secured from the State, City, and/or private sources for the following properties: 6 Quint Avenue (14 units), 40-42 Ashford Street (12 units), Carol Avenue Apartments (33 units), and Hano Homes (20 units). An application for funding from the City is currently pending for a Deep Energy Retrofit of Brian J. Honan Apartments (50 units). The aim is to commence construction at Quint, Ashford, and Carol in 2023. Pending the receipt of additional funding, the rehab of Hano Homes may start in/around 2023. Pending funding, the green rehab of Honan Apartments will begin within 2-3 years. ***Goal:*** *Successfully complete the renovations at Quint, Ashford, and Carol, leading to the creation of 14 new affordable units (portfolio increase of 3%) and preservation of 45 existing affordable units. Secure all funding required for the rehabs of Hano Homes and commence construction for Honan Apartments, thereby preserving and enhancing 70 affordable units, while also serving as a model for how nonprofit developers can execute a Deep Energy Retrofit.*

**Community engagement:** We are committed to engaging the residents who live within the CDC's portfolio and in the surrounding areas. ABCDC understands the impact that construction and development have on the community and we want to ensure that residents are

well-informed and have a voice in the process. For the properties with pending rehabs (Carol Avenue, Hano Homes, Brian J. Honan Apartments, 6 Quint Avenue), ABCDC has engaged directly with the residents, community groups, and neighbors. Resident Meetings are held to solicit feedback, share project plans, and keep residents updated on construction timelines. **Goal:** *Fully engage residents who live in and near ABCDC's properties throughout the planning and renovation process.*

**2.b. Increase the supply of homeownership units in the community.** **Goal:** *Add 9 homes to the supply of homeownership opportunities in the community and pursue at least 1 redevelopment opportunity.*

**Permanent homeownership:** We will continue our successful project with Harvard University, the All Bright Homes Program (ABHP), to stabilize Lower Allston / North Brighton by increasing owner occupancy in the neighborhood. Since its launch in 2015, ABHP has acquired 19 properties and sold 24 homes to owner-occupants. Going forward, ABCDC will focus on the purchase of single-family homes and two-family homes, incorporating an owner-occupied deed restriction prior to resale. **Goal:** *Purchase and resell 9 homes (3/year) through ABHP.*

**Other:** We will seek out other opportunities to increase the supply of homes for low- and moderate-income families, whether as the sole developer or in partnership with other like-minded organizations. **Goal:** *Identify, pursue, and commence at least one other redevelopment opportunity that will increase the supply of condominium units to low- and moderate-income households.*

**2.c. Improve performance of ABCDC properties.**

**Property and asset management:** We will continue to monitor the performance of all our properties with our contracted property manager – Maloney Properties. We will seek to develop a better understanding of the monitoring process, allowing us to be more proactive, rather than reactive, to any financial issues. We will utilize and refine the portfolio's annual benchmarks and dashboard to identify vulnerable properties, strategize solutions, and execute financial remedies. **Goal:** *All financial issues are dealt with in a timely manner and all properties meet annual benchmarks.*

**Capital needs assessments:** We will complete CNAs at remaining properties, including Brighton Allston Apartments, and CommGlen. We will use the CNAs as a roadmap for improvement plans that must be completed in the near term, focusing on critical updates to life safety systems, accessibility, and green upgrades. **Goal:** *All properties have a CNA and improvements plans are implemented, accompanied by sufficient reserve deposits to cover the cost of future capital repairs.*

Increasing the supply of affordable rental and homeownership housing directly benefits LMI who will have access to stable housing and remain in Allston Brighton despite increases in housing costs throughout the area. ABCDC's portfolio of 520 units of affordable housing is some of the last rental stock available for low-income, working-class families. It is an important part of the CDC's mission to keep these units viable so that our community remains socio-economically diverse.

### **Goal 3: Encourage financial empowerment and make homeownership more attainable for all residents regardless of background.**

Homeownership is one of the most pressing concerns facing the Allston Brighton neighborhoods, impacting the community's ability to remain stable, diverse, and engaged.

ABCDC will continue to expand our program to make homeownership more attainable, reduce the racial homeownership gap, and provide services to a diverse array of residents from different racial, linguistic, and socioeconomic backgrounds. Homeownership is often out of reach for people of color and LMI households due to systemic racial oppression and a lack of generational wealth building. Many have pointed to access to homeownership education as a way to reduce this homeownership gap and make the journey to homeownership more accessible to buyers of color and LMI first-time homebuyers.

***3.a. Grow the number of educated first-time homebuyers who successfully go on to purchase a home.***

It is critical that those who want to buy a home have the knowledge and access to information they need to become sustainable homeowners. Our Homeownership and Counseling program is one of the most trusted in the State. Our staff offers virtual classes to educate first-time homebuyers on topics such as obtaining a mortgage, housing search, and down payment assistance programs. Graduates of this course receive a certificate that grants access to municipal down payment assistance programs, Massachusetts Housing Partnership's ONE Mortgage, MassHousing mortgages, HUD mortgages, affordable homeownership lotteries, and lender first time homebuyer mortgages. All graduates are eligible for one-on-one pre-purchase counseling with HUD-certified counselors to answer specific questions throughout the homebuying process.

***Goals:*** Hold 48 Homebuying 101 classes (36 in English and 12 in Spanish); graduate 2,250 first-time homebuyers; 150 people will complete Framework, our online program that is coupled with an in-person wrap up session. 225 graduates will receive one-on-one pre-purchase counseling with HUD-certified counselors in both English and Spanish.

***3.b. Offer new homebuyer education courses to increase education on the homebuying process and make all homeownership options more accessible and attainable.***

The COVID-19 pandemic and resulting economic downturn have caused many potential homebuyers to delay homeownership due to high costs and low supply of affordable homes. To address the concerns of our clients, ABCDC will be offering new workshops related to beginning the homeownership journey, down payment assistance, and condo ownership. These new workshops will expand educational opportunities and will improve outcomes for potential first-time homebuyers. ABCDC seeks to not only better meet the needs of our clients, but also help people to navigate one of the most difficult real estate markets in modern times. ***Goals:*** Offer 9 Homebuying 100 (3 in Spanish and 6 in English) with 240 participants; Offer 12 Condo Ownership workshops (6 in Spanish and 6 in English) with 300 participants; Provide 12 first-time homebuyer workshops on Down Payment Assistance (6 in Spanish and 6 in English) with 300 participants.

***3.c. Create non-delinquency post-purchase education and counseling.***

Over the next three years, ABCDC will develop and deliver programming to educate and guide households who have already purchased their first home. ABCDC seeks to provide education to new homebuyers to ensure that they can stay on track with mortgage payments and remain successful in homeownership. ***Goals:*** Create a new post-purchase Successful Homeownership Workshop; Implement a new education course for landlords and include 1:1 counseling for landlords; Become CHAPA-approved and MHP-approved provider of post-purchase education.



**Goal 4: Ensure housing and development projects meet the needs of the diverse population of Allston Brighton.**

ABCDC recently hired a new Community Engagement Manager who will begin in November of 2022. This new staff member will work with neighborhood residents and other stakeholders to advocate for policies to ensure that housing and development changes in Allston Brighton meet the diverse needs of the community.

***4.a. Promote policies that increase access to quality housing for existing residents and to ensure equitable housing access.***

**Affordable Housing:** ABCDC will support residents in their affordable housing policy advocacy efforts including: advocating for an increased number of affordable housing units required through the Inclusionary Development Program (IDP); and being proactive on any zoning change overlays in the neighborhood to advocate for equity, walkability, and smart growth. ***Goals:*** *Increase in the number of residents who participate in affordable housing advocacy to 450; achieve progress on advocacy goals.*

**Community Planning:** Allston Brighton's diverse residents are eager to work with their neighbors in efforts to improve community life, but often cannot navigate how to participate. Although there are many avenues for residents to participate in civic life, meetings are populated by primarily white, upper-middle class homeowners and renters whose first language is English. Allston Brighton has become a hub for new urban development. Currently, there are between 2,600 and 3,000 units in the urban development pipeline and an additional 2,400 units that have been approved for construction. With a total of **nearly 4 million square feet** of retail, lab, commercial, and residential space being proposed in Allston Brighton, it's more important than ever to bring residents into the fold so they can effectively advocate for what they envision for their neighborhoods. ***Goal:*** *Work closely with Community Ambassadors on providing education materials and leadership development workshops as it relates to IAG's and Article 80.*

***4.b. Increase resident engagement in community planning and advocacy to ensure the voice of residents is incorporated into decision making about the future of Allston Brighton.***

**Resident engagement and leadership:** We will educate residents about the various community and transportation planning efforts underway in Allston Brighton and support them in increasing their involvement and active roles in the planning process. We have set goals for increasing the number of residents at three levels of leadership: engaged participants who attend meetings and neighborhood events or who submit letters in support of advocacy; emerging leaders who play a leadership role in planning of meetings and/or events, assist with outreach, and help with agenda development; and facilitative leaders who set strategy, reach out to key partners, and are core leaders throughout our work. ***Goals:*** *Ensure that a diverse group of Allston Brighton residents are present and engaged in decision making about changes to the major transit routes that go through our neighborhood and in community planning efforts; engaged participants - 150 unique individuals annually for the first time due to ABCDC outreach and facilitation; emerging leaders - 50 unique individuals annually; facilitative leaders – 25 unique individuals annually.*

**Community ambassadors:** ABCDC has utilized the ambassador model in the past to expand program outreach and reach a wide demographic of neighbors. ABCDC will contract

with four Community Ambassadors and four Age-Friendly Ambassadors who will educate their neighbors about our programs and encourage residents to be vocal in their community. We will work with Community Ambassadors to administer a resident needs survey to identify what they see as the community priorities. *Goals: Provide outreach and survey 550 residents on developments in the neighborhood. Train community ambassadors to educate residents on neighborhood development. Bring a more diverse set of voices to conversations on development and housing in Allston Brighton.*

***4.c. Create inclusive and high-quality youth development programming for young people living at two of the Boston Housing Authority (BHA) developments in Brighton.***

Allston Brighton CDC's Brighton Future Forward is a new program made possible through a state grant focused on the positive youth development of young people living at two of the Boston Housing Authority/BHA developments in Brighton (Commonwealth Apartments/Fidelis Way and Faneuil Gardens). In 2020, Senator Will Brownsberger, along with other elected officials, identified a need to offer youth programming in the two BHA properties. These elected officials saw a rise in violence and drug arrests at these properties, and acknowledged the need for positive youth development, mentorship, programming, and case management support programs for young people.

**Expand program reach and tap into community partner organizations:** Given the fact that our BFF program is new to the organization, our staff will expand the program and connect with new community partners to improve outcomes for youth enrolled in the program. Program partners and initiatives include:

- *Artisans Asylum:* Increase access to the on-site Learning Lab and 3D printing for youth to grow interest and knowledge about this new service
- *Health initiatives/Sex ED/AB PAUSES/ LBGTQIA+ initiatives/education:* Provide workshops and programming directly related to health and education including a partnership with Allston Brighton PAUSES. Focus on Substance Abuse prevention and/or Sex Ed Courses run by the local health center on topics such as practicing safe sex and/or LBGTQIA education and resources for youth

*Goals: Offer quarterly workshops focused on creativity and art or health initiatives; 50 youth will attend one of these workshops.*

**Increase the impact and reach of the BFF youth program and better serve all youth in these two BHA properties:** Currently, the BFF program mainly serves youth between 8-12 years old. ABCDC seeks to not only increase the number of this age group but to also expand and provide teen drop-in spaces at our two Centers to support youth between 13-18 years old. Additionally, to better serve youth and to provide more accessible and engaging programming, ABCDC will increase Center hours over the next three years. *Goals: Expand the BFF program into serving teens. Increase the number of youth served by 10%; Provide at least 60 hours of programming per week at each site.*

## **Section 4**

### **Activities to be undertaken**

#### **Goal 1: Increase resident leadership and engagement in ABCDC housing.**

***1.a. Increase resident participation in ABCDC resident-specific events, programs, and services.***

### **Resident Input**

- Conduct Resident Services Needs Assessment annually
- Organize annual meetings with each property to discuss concerns with ABCDC and Maloney Staff

### **Resident Participation**

- Publicize the availability of the Community Center to all residents through printed newsletters, social media, one-on-one contact, email outreach, phone calls, and community meetings; Use translation services to increase accessibility of outreach

### **Resident Access to Services**

- Analyze the Needs Assessment and focus groups to highlight areas of need and inform program development
- Establish and maintain strong working partnerships with community organizations who can provide needed services and refer residents to programs as appropriate
- Participate in Allston Brighton coalitions, community boards, and initiatives to keep abreast of programs and services that might benefit residents

### **Resident Youth Programming**

- Engage with Boston College's 'For Boston' program to coordinate the All Bright Afterschool program
- Establish and maintain strong working partnerships with families and youth to better understand resident needs

### **Resident Elder Population/ Aging in Place**

- Establish and maintain strong working partnerships with community organizations with a focus on 55+ individuals
- Establish and maintain strong working partnerships with 55+ residents

### ***1.b. Ensure stable tenancies for residents in ABCDC properties.***

#### **Resident Knowledge**

- Provide individual case management support services to further build knowledge of available rental assistance programs

#### **Financial Education**

- Include information about financial education workshops and services in the bimonthly newsletter
- Work with Maloney Properties to reduce eviction through referrals
- Create personalized plans with residents to get them back on track with rent payments

### ***1.c. Increase resident leadership and civic engagement.***

#### **Resident Leadership**

- Form relationships with residents through one-on-one contact
- Follow up with residents who consistently attend events and meetings, or who express interest in becoming more involved
- Organize leadership development training programs (one session per year) and recruit residents to participate

#### **Resident Civic Engagement**

- Provide information about affordable housing through bimonthly newsletters, tenant meetings, and other resident events
- Invite residents to attend civic and planning meetings
- Assist residents in learning how to draft letters to government officials and promoting initiatives through canvassing

## **Goal 2: Increase supply and access to quality housing for a range of incomes.**

### ***2.a. Increase the supply of rental housing affordable to families who have low and moderate incomes.***

#### **New construction and Redevelopment of New Sites and Preservation and Redevelopment of Existing Sites**

- Maintain regular communication with all members of the community including residents, community groups, universities, elected officials, private developers, and the like, emphasizing ABCDC's interest in, and capacity to undertake, rental development opportunities.
- Engage a series of local realtors to help identify and pursue real estate opportunities, including development of vacant parcels, conversion of existing buildings (e.g., former school or church), and purchase of multi-family homes.
- Review the City of Boston's online property assessment database to identify multi-family properties that are currently investor owned.
- Submit requests for low-interest loans to assist with acquisition and/or development costs from various sources including the City of Boston's Acquisition Opportunity Program (AOP), CEDAC, LISC, and MassDevelopment.
- Apply for grant funding from various sources including federal, state, and local government and local institutions to rehabilitate existing properties.
- Pursue tax credit financing, as appropriate, including Low Income Housing Tax Credits (LIHTC) and Historic Tax Credits (HTCs).

#### **Community engagement**

- Organize at least 6 focus groups and 2 public meetings to get resident input on planning and development of properties; 100 community residents participate in total

### ***2.b. Increase the supply of homeownership units in the community.***

#### **Permanent homeownership**

- Spread the word on the All Bright Homes Program (ABHP), utilizing the marketing materials that were refreshed during the 2020-2022 CIP.
- Conduct targeted street-by-street outreach to current homeowners in Lower Allston / North Brighton who may be good candidates for ABHP, focusing on long-time homeowners who may be ready to sell and would do so directly to ABCDC.
- Purchase single-family and/or two-family homes, add an owner-occupied deed restriction, and re-sell.

- Market the availability of the Allston Brighton Homeowner Fund to assist with down payments for first-time homebuyers.

**Goal 3: Encourage financial empowerment and make homeownership more attainable for all residents regardless of background.**

***3.a. Grow the number of educated first-time homebuyers who successfully go on to purchase a home.***

- Offer 12 virtual Homebuying 101 classes in English as well as four (4) in Spanish annually
- Offer Framework, our online program that is coupled with an in-person wrap up session
- Target marketing to reach low- to moderate-income buyers and buyers of color; Provide in depth counseling services to 75 buyers annually

***3.b. Offer new homebuyer education courses to increase education on the homebuying process and make all homeownership options more accessible and attainable.***

- Offer three (3) Intro to Homebuying classes annually (two in English and one in Spanish)
- Offer four (4) Condo Ownership workshops annually (two in English and two in Spanish)
- Provide four (4) Down Payment Assistance workshops annually (two in English and two in Spanish)
- Target marketing to reach low- to moderate-income buyers and buyers of color

***3.c. Create non-delinquency post-purchase education and counseling.***

- Develop curriculum for Successful Homeownership Workshop

**Goal 4: Ensure housing and development projects meet the needs of the diverse population of Allston Brighton.**

***4.a. Promote policies that increase access to quality housing for existing residents and to ensure equitable housing access.***

- Convene monthly meetings of the AHAC and Community Ambassadors
- Advocate for new policy ideas and bring local/national best practices to the attention of city departments and elected officials on investor-ownership and institutional expansion and their impact on affordable housing and quality of life
- Collaborate with Community Ambassadors to develop educational materials on new developments; provide outreach to residents with a focus on renters, LMI residents, BIPOC individuals, and new immigrants.

***4.b. Increase resident engagement in community planning and advocacy to ensure the voice of residents is incorporated into decision making about the future of Allston Brighton.***

- Ensure LMI residents are equipped with the skills to articulate their needs for housing to city officials, the BPDA, and other leaders, as the number of new units continues to grow
- In collaboration with Community Ambassadors, conduct outreach to engage residents as participants in community planning efforts
- Work one-on-one with residents to support them as they assume higher levels of leadership in planning efforts

- Conduct a systematic and complete canvassing of the neighborhood to understand community concerns

***4.c. Create inclusive and high-quality youth development programming for young people living at two of the Boston Housing Authority/BHA developments in Brighton.***

- Identify and engage with community partners who can offer enriching programming to youth
- Meet with Tenant Councils at both sites to help facilitate outreach to increase enrollment

## **Section 5**

### **How success will be measured and/or evaluated**

Allston Brighton CDC is continually informed by our outcomes and experiences, and we make it a priority to be nimble and to adapt our programs and activities in response to what we learn. ABCDC is committed to thoroughly and accurately measuring program success. Our history of evaluation has led to the excellence of our programs, which evolve each year in response to our outcomes and participant feedback. We listen closely to what participants have to say and use this to shape and refine our programming accordingly.

The long-term impact we envision is to create a neighborhood that as it grows remains a community that includes a diverse socio-economic population and becomes more stable with stakeholders who participate in ensuring its well-being. Moreover, diverse voices will be at the table when decisions are made that affect the neighborhood.

The tools we use to measure our impact include a Salesforce database and associated dashboard reports that are reviewed by management and the Board of Directors on a monthly basis. Our data collection methods include program surveys conducted at the end of every program cycle, annual resident surveys, sign-in sheets, observation, and qualitative feedback provided by participants and residents directly to our staff during and after meetings and events. In our evaluation structure, we distinguish between outputs (measures of our efforts to organize programs and garner participation) with outcomes (measures of our impact on the people we work with and the community we serve.)

Outputs that measure the efforts and products of our work include:

- Number of residents completing annual Needs Assessment program surveys
- Number of events and programs organized and the number of residents and other community stakeholders participating
- Number of clients who participate in case management, homeownership education workshops, or other individualized services
- Number of affordable rental and homeownership units developed
- Social media “follows”, “likes”, and email campaign open rate

Outcomes that we use to measure our impact include:

- Number of residents serving in leadership positions
- Number of residents and community stakeholders who increase their engagement over the year by attending or leading more than one type of interaction or meeting
- Number of residents we help to avoid an eviction and avoid homelessness
- Increases in advocacy efforts exhibited by residents

- Increases in the amount and type of affordable housing in our neighborhood
- Increase in owner-occupied units and owners
- Increases in qualified homebuyers who can purchase a home
- Changes in public policy or allocation of resources to benefit the community

## Section 6

### Collaborative efforts to support implementation

ABCDC collaborates with a range of organizations from small neighborhood groups to large private universities and hospitals. Given the prominent presence of institutions in our neighborhoods, we have found collaboration to be an effective strategy for reaching our desired outcomes and striving to make sure that the institutions are responsive to the needs of the community. Through collaborations, we can provide resources or draw on our partners' expertise to provide services.

- **Private corporations:** New Balance; Houghton Chemical
- **Universities:** Harvard University; Boston University; Boston College
- **Hospitals and Health Facilities:** St. Elizabeth's Medical Center; Charles River Community Health Center
- **Collaboratives:** Allston Brighton Health Collaborative; Boston College Task Force; Harvard Allston Task Force
- **Nonprofits/ Advocates/ Neighborhood Associations:** Oak Square YMCA; West End House; Brighton Marine Center; Allston Village Main Streets; Brighton Main Streets; Fidelis Way Tenants Association; Charles River Conservancy; Charles River Watershed Association; Boston Tenant Council; Fenway CDC; Jamaica Plain Neighborhood Development Corporation; Chinese Progressive Association; Asian CDC; Inquilinos Boricuas en Acción; Dorchester Bay Economic Development Corporation; Mission Hill Neighborhood Housing Services; Allston Village Farmers' Market; Veronica Smith Senior Center; Brazilian Immigrant Center; Boston Town and Gown Association; Family Nurturing Center; Playworks; Allston-Brighton Neighborhood Opportunity Center; St. Anthony Parish; Faneuil Gardens Tenant Organization; Commonwealth Tenants Association (CTA); Chinese Golden Age Center; Brazilian Women's Group; Jewish Vocational Services; Artisans Asylum.
- **Government:** City of Boston (Office of Neighborhood Development, Office of Housing Stability, Mayor's Office of Neighborhood Services, Boston Planning and Development Agency, Boston Transportation Department); local state legislative delegation; local federal legislative delegation; Commonwealth of Massachusetts executive departments

## Section 7

### Integration of activities/consistency with community strategy and vision

This CIP also integrates community development activities from a variety of planning efforts that have included broad resident and stakeholder input. These planning efforts include the following:

**The Boston Student Housing Report, 2020:** This report created by the City of Boston seeks to address the pressure undergraduate students put on the housing market when they live off campus. The three clear strategic goals regarding student housing are as follows:

1. Create 18,500 new dormitory beds by the end of 2030
2. Reduce the number of undergraduates living off-campus by 50 percent.
3. Ensure that all students reside in safe and suitable housing.

**Allston Multimodal Project:** This project works to collaborate with neighborhood organizations and community members to provide guidance and recommendations for the redesign of the transportation infrastructure in and around the I-90 Allston Interchange, so that outstanding urban places and spaces can emerge as specific master plans and redevelopment proposals are brought forward into the future.

**Allston Brighton Mobility Plan:** This plan was adopted by the BPDA in May of 2021 and this plan is currently in the implementation phase. The plan provides an outline for how to improve transportation options for residents across the neighborhood. The goal of adopting recommendations from this plan includes improving the transit network, expanding the bike network, and improving walkability.

**Western Avenue Corridor Study and Rezoning:** The BPDA administered a community assessment to gather data and input on Western Avenue redevelopment. ABCDC, along with other community partners, was involved in community outreach to encourage all residents to participate in this survey. A draft of the plan is now available for community input and review.

**Imagine Boston Citywide Plan:** Between 2015-2017, the City of Boston gathered input from 15,000 residents on community priorities. Topics of focus include housing, energy and environment, open space, transportation, and land use and planning. Our CIP is consistent with this vision for Boston by 2030.

## Section 8

### Financing strategy

ABCD C will finance implementation of the Plan's activities by strengthening current relationships and continuing to reach out to potential funders whose interests are aligned with the organization's mission and strategic direction. We have demonstrated success in securing and retaining increased funding from public and private grants and contracts, donations from individuals and small businesses, and program fees. Our annual event, All Bright Night, contributes to our annual operating revenue through sponsorships and donations while also serving as a vehicle to assemble and thank our donors publicly.

Property operations provide fees that help support resident services, asset management, and oversight of the financial stability of the properties. The homeownership and counseling programs provide revenue through financial institutions, primarily banks and mortgage companies, sponsoring monthly Homebuying 101 classes and through program participants paying nominal fees. The Homeownership Resource Guide, produced bi-annually, attracts ad revenue from local businesses. With the current year's increased housing development activity and prospects, housing developer fees will again become a significant source of funds.

ABCD C's effectiveness has enabled it to obtain and retain funding from a variety of sources for the past few years. Increases that will continue in 2023 include grants and contracts



from Massachusetts Division of Banks, Massachusetts Housing Partnership, and Boston Home Center for the homeownership program, legislative earmarks for youth services through the Department of Public Health, and private grants for the community and age-friendly ambassador projects. ABCDC expects to again be a sub-grantee of CHAPA for HUD housing counseling.

Funds raised through CITC have increased ABCDC's financial stability which has, in turn, increased our capacity to respond to community needs. Our Manager of Community Building & Engagement is funded in part by CITC funds. Unrestricted funds donated through the CITC program have allowed us to add a second staff person in the Real Estate Development Department to assist in identifying development projects to increase affordable housing in the Allston Brighton neighborhoods.

CITC has enabled the organization to reach and increase financial support from individuals and businesses in the community. An informational event at our office, where local bankers learned about ABCDC's activities and accomplishments and the availability of the CITC program, has led to new donors and increased levels of support. The CITC program remains a key factor in the organization's ability to engage Board members in the fundraising process and to solicit and leverage funds from potential donors, large and small.

	resident services	real estate development	community engagement	homeownership & counseling	program support
public grants			x	x	
private grants	x	x	x	x	x
contributions	x	x	x	x	x
special event					x
program fees	x	x		x	

## Section 9

### History, Track Record and Sustainable Development

For over 40 years, ABCDC has created affordable homes, fostered leadership, enhanced open spaces and increased resident incomes and assets so that residents of Allston Brighton would be able to call their community home for the long-term. Today, ABCDC's strategic plan addresses critical changes in our community, focuses our role as a catalyst for stability and positions us to create healthy communities and new opportunities for people of all incomes to engage as civic leaders and improve their lives. To date, ABCDC has developed 520 units of affordable housing in the neighborhood which is home to nearly 1,000 residents. ABCDC has engaged over 3,500 residents through various community-based campaigns, served 300 residents annually to ensure stable tenancies, and graduated over 7,000 first-time homebuyers from Homebuying 101. Our history and track record are consistent with the Commonwealth's Sustainable Development Principles in a number of important ways.

**Principle #1: Concentrate Development and Mixed Uses:** New housing development projects being contemplated by ABCDC are in urban centers close to employment centers, amenities, and transportation. One is on a brownfields site, one is a re-use of an historical site, and all are compact at appropriate density for the area. All development is being designed according to Livable Street standards that include pedestrian friendly and bicycle safe districts.

**Principle #2: Advance Equity:** Our work to engage residents in community planning supports their efforts to influence development that is rapidly occurring in Allston Brighton. ABCDC's Community Engagement work is centered on the historically harder to reach communities in Allston Brighton such as the large Latinx and Chinese populations, isolated elders, low-income individuals and families, and BIPOC individuals. Whether it be through our work with housing developers, advocating for workforce and affordable housing, or our organizing around neighborhood issues, ABCDC has shown a dedication and successful record of accomplishment in promoting an equitable share of the benefits and burdens of development. We provide technical and strategic support to residents so that they can have a voice in community planning decisions and facilitate resident engagement and leadership to ensure that the resulting developments reflect their needs, not only those of outside investors.

**Principle #5: Use Natural Resources Wisely and Principle # 9 – Promote Clean Energy:** ABCDC has a track record of promoting buildings that conserve natural resources and of maximizing energy efficiency and renewable energy opportunities by supporting conservation strategies. Allston Brighton CDC is wholly committed to decarbonizing its portfolio, accessing renewable energy, and making its buildings climate ready. ABCDC's plan is to stay ahead of the City of Boston's goal of Net Zero Emissions by 2050, and instead reach that milestone for the CDC's 10 properties by 2040.

**Principle #6: Expand Housing Opportunities:** To date, ABCDC has developed 520 units of housing over 11 properties in Allston Brighton. Our current development pipeline will increase affordable housing options for a range of families in Allston Brighton including workforce housing and low income and very low-income housing. Additionally, we have helped to guide at least 2,000 households to achieve homeownership through our homebuyer education programs. Through personalized housing and financial counseling, we educate residents in our community on how to set budgets and take control of their finances so people can avoid eviction and retain stable housing. In addition, as part of our advocacy work, ABCDC fosters resident leadership through our POWER Institute so that all our community has input into neighborhood planning and will advocate for housing that is affordable in private development projects as well.

**Principle #8: Increase Job and Business Opportunities:** ABCDC works in partnership with Allston Village Main Streets and Brighton Main Streets to provide advocacy to small businesses. The resident services program also refers tenants to employment and education opportunities offered through local organizations including the Harvard Ed Portal (education and job training), Jewish Vocational Services, and Boston College (tutoring, SAT prep, youth volunteering).